


North Hertfordshire Museum and Hitchin Town Hall Project

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Risk Code	CR39	Risk Title	North Hertfordshire Museum and Hitchin Town Hall Project
Risk Owner	Anthony Roche	Updated By	Steve Crowley
Year Identified	2008	Corporate Priority	Prosper and Protect
Risk Description	<p>To implement plans for one gallery, museum and community venue in a town centre location. The Council is converting Hitchin Town Hall to a joint community facility and as the location for the district museum.</p> <p>Although the Council attempted to comply with DDA, the existing museum buildings and collections were not fully accessible to all.</p> <p>The remaining risks associated with the project are:</p> <ul style="list-style-type: none"> - Delays in completing the project and opening the new museum fully - A further delay in opening the museum might result in reputational damage, e.g. the public will continue to be unable to access the museum and exhibits fully - Additional financial costs associated with project issues or delays in opening, e.g. not opening within the agreed Heritage Lottery Fund extension period - Relationship and effectiveness of the fit out contractors - Failure of contractors to deliver the fit out of the museum to the required quality and within budget - The continued financial stability of the fit out contractors - Reputational risk if the design and finish of the new museum falls short of expectations <p>The risks to the Museum Service are:</p> <ul style="list-style-type: none"> - Financial risks associated with the operation of the new facility or the achievement of the anticipated operating surplus - Operational risks associated with an inability to market effectively or book visiting exhibitions - Failure to appoint required staff to operate the cafe and museum 		
Opportunities	<ul style="list-style-type: none"> - Provide a fully accessible new museum - Achieve revenue savings - Safeguard important community facility for public use - Opportunity for the Council to generate income from the newly refurbished Town Hall, cafe and museum 		
Consequences	<ul style="list-style-type: none"> - Quality of facilities remains poor (negative impact on quality of service) - Services become unsustainable (financial, quality and HLF grant issues) - Poor value for money - Any time delays will have a significant negative financial impact on NHDC regarding income generation 		
Work Completed	<ul style="list-style-type: none"> • Council has authorised the project • The Council and Hitchin Town Hall Ltd have signed the development agreement • Project being managed under PRINCE2 and Project Board including representation from all parties established • Key organisations are represented on specific projects • Arts, Museums and Heritage Forum meets regularly/receives regular newsletters • Object assessment for the new museum carried out and draft themes for exhibition areas in the museum have been completed • Link between Asset Management Group and Project Board for museums in place • Business plan in place with Hitchin Town Hall Ltd • HLF bids Phase 1 and 2 successfully achieved • Audience development consultant appointed; consultation with range of user/non-user groups took place, report written • Listed Building Consent for services agreed • Building work has been completed 		

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	<ul style="list-style-type: none"> • Awarded Museum Fit Out and Audio Visual contractors • Museum showcases have been installed • Tendered out the cafe and kitchen contract • Purchased all Capital items for the Town Hall • The majority of the museum staff have moved office and they are now based in the new museum • Obtained all licences that are appropriate for the Town Hall at the moment • Digitised key collections for publishing on the web • Cafe and kitchen fit out completed • Required Town Hall staff resources in place • Key Financial Risks identified for 2017/18 • Fit out of the main museum building (parts not affected by the land previously known as 14 and 15 Brand Street) are substantially complete • Evaluated viable alternative options regarding 14 and 15 Brand Street • Health and Safety issues relating to the roof highlighted in a report from the Health and Safety advisor to the project • Key Financial Risks identified for 2018/19 • Report to Cabinet - 23 January 2018 • Undertook the snagging process relating to the fit out of the main museum building (parts not affected by the land previously known as 14 and 15 Brand Street) • Guided "behind the scenes" tours of the new museum for Members and the public • Response received from lead project consultant regarding the issues with the roof and the suggested improvements • Exhibition gallery on the ground floor open to the public (Tuesday to Saturday) • Recent exhibitions include F L Griggs: Visions of England and Shell Heritage Art Collection • Investigated and evaluated alternative options • Reports presented to Cabinet on 19 June 2018 and 25 September 2018 • Renegotiated with HTHL regarding the acquisition of 14 and 15 Brand Street • Agreed final extension period with the Heritage Lottery Fund • Report presented to Cabinet on 20 November 2018. Cabinet: <ul style="list-style-type: none"> - Approved the purchase of 14/15 Brand Street for £550,000 - Confirmed that the Council should enter into the Settlement Agreement - Noted the timeline for the full opening of the North Hertfordshire Museum (June 2019) • Purchase of 14/15 Brand Street completed on 30 January 2019 • Joint press release issued confirming sale • 2019/20 Financial Risk - "Further delay to the opening of the North Herts Museum and Cafe due to unanticipated incidents hinders the achievement of the operating surplus anticipated from the Community facility." (Medium Risk/£100K) 		
Ongoing Work	<ul style="list-style-type: none"> • Museum Service communication via social media outlets • Information Notes circulated via Area Committees and MIS • Project plan created to deliver remaining tasks within required timescales • Project Risk Log monitored • Mitigating measures to control NHDC costs and deliver the project as envisaged • Further recruitment of museum staff planned • Monitoring of contractors' credit score ratings • Payment to contractors only made following completion of relevant works 		
Current Impact Score	2	Current Likelihood Score	1
Overall Risk Score	3	Current Risk Matrix	
Date Reviewed	07-Feb-2019	Next Review Date	07-May-2019
Residual Risk	<ul style="list-style-type: none"> - Health and Safety issues identified relating to roof access/egress and the safety of contractors/senior museum staff working on the roof, e.g. maintaining plant equipment 		

Latest Note	07-Feb-2019 Steve Crowley reviewed the risk entry on 7 February 2019. Risk Description, Work Completed and Ongoing Work updated in view of the recent purchase of 14/15 Brand Street. Delivery of the final project stages is now under the full control of NHDC and is ongoing. In view of the progress made, the Impact score was reduced to 2-Medium and the Likelihood score was reduced to 1-Low.
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